The Business Change Initiative Progress Update

Planning & Business Management
Flight Projects Directorate, NASA Goddard Space Flight Center

The Business Change Initiative is a comprehensive evaluation of management, communication, process, and information sharing mechanisms intended to improve cost, scheduling and overall performance across the Flight Projects. Following is a progress update as of July 25, 2012.

EVM Reporting, Led by J McKeever
Goals: Produce a standard set of Project Performance (EV) reporting metrics for each level of stakeholders throughout the management process from CAM to Program Executive on a project. **Update:** Surveys of every project in every code and mission directorate are underway to identify common reporting items and methods followed by recommendations on what and how a standard set of reporting should be used on a project. A set of templates or framework will be developed to provide to the center for FY13 reporting.

EVM Training, Led by Walt Majerowicz
Goals: Identify and define the various EVMS training and development products that exist within the Directorate, Center and industry. **Update:** The Action Team will match candidate EVM courses with EVM training framework requirements and phasing using training sheets.

EVM Tools, Led by Nakia Marks
Goals: Document use and effectiveness of management tools and processes; develop a flow chart illustrating how each tool in a suite of tools can be used to meet all requirements; and when and where the tools are managed. **Update:** The Action Team is progressing toward creation of an EVM Tool Engine to include a suite of Deltek (wInsight & MPM) and MSP items.

EVM Process and Policy, Led by Jonathan Bryson
Goals: Use the Agency EVMS description as an umbrella document to evaluate center-level EVM; make directives at the program level. **Update:** The Action Team has created a document tree focused on EVM policy; provided examples of prior ANSI 748 GYR Compliance Matrix; and is creating a table of all projects with EVM and a GPR document for EVM.

Business Rapid Information Skills and Knowledge, Led by Jonathan Bryson
Goals: Work with the Resources community to communicate better and develop training and skills for career growth and impact, and build a sustainable, accessible knowledge base. **Update:** The Action Team is building a resource map, conducting a census of grade structure, creating PDL training and an executive level introductory presentation for ICEsat-2EVM and an EVM module. It will also re-run a "census" of code 400 resources personnel to understand demographics; develop Action List from the 15-20 recent PIP Projects; improve the use of BReady and Code 400 website as repositories; continue on the creation of an RA Assessment Tool; build the Business site in the manager map and provide it to IT; and create a skills learning map.

Cost Estimating, Led by Steve Shinn

Goals: Establish a standard approach to completing estimates that leverages existing personnel and contracting relationships; establish operating procedures with the greater cost estimating community; tie in projects with other groups in the Center; strengthen relationships that projects have with HQ, other Directorates and cost estimating community and how projects interface with those groups; establish/interface with cost estimating groups and identify all groups around GSFC; have more resources with knowledge of parametric modeling; and avoid every project doing its own cost estimating or establishing its own practice for completing JCLs and High/Low estimates.
Update: IceSat2 (JCL process underway); GEMS (JCL generated); Maven (JCL generated); JWST (JCL generated); and SGSS (JCL underway). The Action Team will identify key SMEs at GSFC who can guide a project JCL and other critical project checkpoint requirements; evaluate and recommend tool options; implement a standard tool for JCL completion; and coordinate training requirements with the Business Rapid Information Skills & Knowledge Action Team

Management Reporting, Led by John Decker

Goals: Create a visualization of FPD's periods-of-performance and mission milestones that provides stakeholders with a consolidated framework for understanding the time dimension of the entire Code 400 project portfolio. **Update:** The Action Team will define Code 400 requirements for the Flight Projects Master Schedule; develop a process for collecting the data and producing the master schedule; and establish a distribution list and process

Scheduling, Led by Walt Majerowicz

Goals: Implement a consistent, thorough approach to Project Planning & Control (PP&C) using the best practices and assets of the entire FPD and GSFC within the projects/programs by improving project approaches to scheduling; project best practices; CoP/Toolkit enhancements; historic data retention/archival; schedule estimating and basis of estimate; contractor schedule integration; resource and/or cost loading of the IMS; tools – desktop, server environment; schedule margin policy – risk based vs. percent rule of thumb; and training. **Update:** The Action Team has **d**rafted the planning schedule margin BPI #12; received the "giver/receiver" BPI; **finalizing** feedback of Schedule Management GPR from SAT members; drafted 10 Best Practice Instructions (BPI) drafted; and drafted/reviewing one BPI.